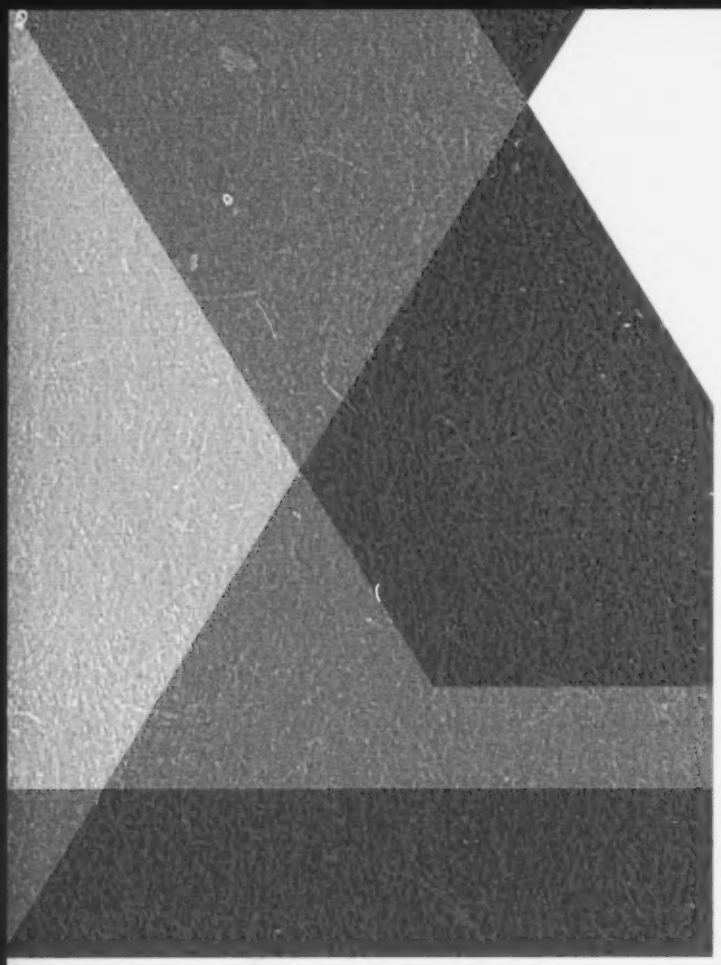

Business Plan

2018–19

Department of Intergovernmental Affairs

NOVA SCOTIA

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Budget 2018–19: Business Plan
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Message from the Minister of Intergovernmental Affairs

I am pleased to present the 2018-2019 business plan for Intergovernmental Affairs.

Intergovernmental Affairs is the central coordinating agency responsible for managing the Province's relations with other governments, and for promoting understanding of Nova Scotia's opportunities in the broader national and international context. Its primary role is to ensure that the Province's approach with other governments is consistent, and to ensure a corporate perspective in all departmental dealings in regional, national and international settings.

Over the coming year, Intergovernmental Affairs will be proactive in its engagement with the Government of Canada on issues of importance to Nova Scotia. The Department will engage with provinces and territories to advance federal-provincial relations through the Council of the Federation (CoF) and the Council of Atlantic Premiers (CAP), which Nova Scotia will chair in 2018-2019. The Department will also continue to work with the Government of Canada and the other Atlantic provinces to advance economic growth in the region through the Atlantic Growth Strategy.

Nova Scotia enjoys the benefits of our international activities and trade continues to grow. We will advance Nova Scotia's commercial and economic interests by participating in trade missions and in the negotiation and implementation of interprovincial and international trade agreements, in particular, the renegotiation and modernization of the North American Free Trade Agreement (NAFTA). In January 2019, Nova Scotia will chair the Ministers Committee on Internal Trade.

I am also proud to serve as the Minister responsible for Military Relations, which recognizes the social and economic significance of Canada's military in Nova Scotia. In 2018-2019, planning for a Veterans Advocacy Office will be advanced.
Over the coming year, Nova Scotia will continue to advance its national, inter-provincial and international interests to build a more prosperous Nova Scotia.

Original signed by

Honourable Stephen McNeil, MLA
Minister of Intergovernmental Affairs, Minister responsible for Military Relations

Mandate

The Department of Intergovernmental Affairs (IGA) receives its mandate from sections 46D and 46E of the *Public Service Act*. The Act states that - under the direction of its Minister - the department is responsible for coordinating and advancing the province's interests with the Government of Canada, other provinces, and foreign governments at the national and sub-national levels. It is also focused on serving as a central point of contact for the coordination of the province's intergovernmental priorities and protocol requirements, support to the Ministers responsible for Military Relations, and the operation of the Government House.

Core Business Functions / Areas

Intergovernmental Affairs advances Nova Scotia's intergovernmental priorities by continuously engaging with provincial, federal and international governments.
In 2018-2019, the Department will focus on the following core business functions / areas:

Federal-Provincial-Territorial Relations

This core function supports the Nova Scotia government in its dealings with other governments in Canada, and in identifying opportunities and potential issues. Work is undertaken to ensure that the Province is effective in enhancing intergovernmental collaboration for the benefit of Nova Scotians.

Outcome

a. Nova Scotia is recognized as a leader and partner within the Confederation; one that is effective in influencing federal policy decisions to support its priority interests to the benefit of Nova Scotians.

Goals

b. To lead, coordinate and provide effective approaches for the development of Nova Scotia positions and strategies on federal policy;
c. To provide effective engagement and advance constructive dialogue on Nova Scotia's federal-provincial priorities and interests;
d. To influence Government of Canada policy and decision making; and,

e. To support the province in demonstrating regional leadership and collaboration on key files of interest to the province.

Actions

Intergovernmental Affairs will lead initiatives in collaboration with Nova Scotia government departments and agencies to ensure a coordinated and consistent approach in the Province's relations with the Government of Canada and other provincial and territorial governments to advance Nova Scotia's interests. This will be carried out in support of the goals and priorities of the Nova Scotia government.

In 2018-2019 Intergovernmental Affairs, will:

a. Continue to participate in the Atlantic Growth Strategy by identifying opportunities for cooperation with other governments, coordinating advice from other departments in government, and offering strategic analysis. Key areas of focus are: infrastructure, climate change and clean growth, immigration and skills development, innovation; and, trade and investment; the AGS Leadership Committee will consider a joint government/trade mission to China to promote the Atlantic Region;
b. Collaborate with Atlantic Premiers through the Council of Atlantic Premiers (CAP). Specific priority areas for Nova Scotia for 2018-2019 include: health collaboration, red tape reduction, joint procurement, energy cooperation, and Atlantic workforce development; Nova Scotia will begin 2018-2019 as Chair of CAP;
c. Advance Nova Scotia's federal-provincial-territorial priorities through the Council of the Federation (CoF). Key areas of focus for CoF in 2018-2019 are: Government of Canada relations, Canada-US Relations, Trade, and Workforce Development; Canada's premiers will engage with National Indigenous Leaders on strategic policy matters;
d. Participate in First Ministers' Meetings and support implementation in Nova Scotia of the Pan-Canadian Framework for Clean Growth and Climate Change;
e. Support the Premier and advise Nova Scotia departments on bilateral agreements with the federal government and other provinces and territories; and,
f. Provide strategic direction for Nova Scotia's federal-provincial relations and support departments in their federal-provincial-territorial discussions.

Performance Measurement

a. Clients are satisfied with approaches used to develop and coordinate Nova Scotia positions and engagement with the Government of Canada, provinces and territories;

b. Clients feel Intergovernmental Affairs effectively engaged the Government of Canada, provinces and territories in constructive dialogue in priority areas; and,
c. Clients feel Intergovernmental Affairs has influenced federal-provincial-territorial discussions directly or indirectly through institutional mechanisms (e.g., Council of the Federation, the Council of Atlantic Premiers, First Minister Meetings / Conferences).

International Relations

This core function is responsible for coordinating and leading Nova Scotia's international relations. This ensures a corporate approach to Nova Scotia's trade promotion, investment attraction and other interests. It also supports inbound and outbound activities, including trade missions and the visit to Nova Scotia of delegations from priority markets.

Outcomes

a. A whole-of-government approach that advances Nova Scotia's global interests and priorities;
b. International relationships and diplomatic ties with key government and business decision makers/influencers that benefit Nova Scotia by leveraging opportunities, addressing challenges and removing barriers to business; and,
c. Trade and investment opportunities are supported and enhanced.

Goals

a. To support Nova Scotia's international interests through strategic analyses, policy advice and interdepartmental coordination;
b. To advance Nova Scotia's government and economic interests with priority countries; and,
c. To maximize Nova Scotia's interests through international business development opportunities, investment attraction, and trade opportunities.

Actions

Intergovernmental Affairs will coordinate with other departments, agencies and stakeholders in the development and advancement of the Province's international relations. Two important formal partnerships that will be proposed and advanced for 2018-2019 include Memorandums of

Understanding (MOU) with the Nova Scotia honourary consular corps and the Federation of Nova Scotia Municipalities. The strategic interests of the Province will be supported through continued efforts to develop strong international relations and encourage global trade and investment opportunities, most notably in China. Nova Scotia's exports to China continue to grow and in 2017 exports grew by $118 million over the previous year, and more than $450 million since 2011.

In 2018-2019, Intergovernmental Affairs will:

a. Continue to implement the Nova Scotia-China Engagement Strategy, which includes reporting on outcome measures and managing Nova Scotia's Memorandums of Understanding with the Embassy of the People's Republic of China in Canada;
b. Advance twinning agreement partnerships with Guangdong and Shandong provinces in China, explore twinning opportunities with Fujian province, and continue direct air access discussions with Chinese partners;
c. Work with Nova Scotia Business Inc. (NSBI) to develop a Nova Scotia–European Union (EU) engagement strategy; and,
d. Participate in trade missions and events in global markets through the Atlantic Growth Strategy Leadership Committee, the CAP and the CoF.

Performance Measurement

a. Nova Scotia-European Union strategy completed and implemented;
b. continued implementation of Nova Scotia-China strategy;
c. Total value of Nova Scotia's international and inter-provincial exports has increased;
d. Nova Scotia's trade balance (internationally and interprovincially) has increased;

Canada-United States Relations

This core function addresses Nova Scotia's important relationship with the United States (US). The US represents the Province's principal export market, where cultural and familial linkages are extensive, and the economies are integrated.

Outcomes

a. Ensuring Nova Scotia's cross-border policy interests and priorities are understood and adequately addressed; and,
b. Nova Scotia maintains / enhances trade and leverages opportunities presented by strategic partnerships, meetings, forums and events related to Canada-US relations.

Goals

a. Engage with key Canada-US stakeholders to ensure that Nova Scotia's key priorities / concerns are known and understood;
b. Encourage open trade and a more secure and efficient border; and,
c. Advocate on the value / importance of the Canada -US relationship.

Actions

Intergovernmental Affairs is closely monitoring developments at the federal and state levels in the US including resolution of trade disputes and ongoing negotiations, energy partnerships, and transportation.

In 2018-2019, Intergovernmental Affairs will:

a. Promote better understanding of the importance of Canada-US collaboration in areas of interest to Nova Scotia, such as trade, energy and the environment;
b. Maximize the value of platforms like the annual Conference of New England Governors and Eastern Canadian Premiers (NEG / ECP), the Southeastern United States / Canadian Provinces Alliance (SEUS / CP), the National Governors Association (NGA) and others, including the office of the U.S. Consulate General in Halifax, to reinforce the benefits of the Canada-US trade relationship;
c. Actively participate in trade missions/events that present opportunities to advocate to US decision-makers; and,
d. Continue to collaborate with federal government posts in the US, as well as the other governments in Canada.

Performance Measurement

a. Nova Scotia's policy interests in trade, energy and environment are advanced and understood;
b. Nova Scotia was an active participant in cross-border events and missions; and,
c. Trade in key sectors is maintained or increased.

Trade Policy

Intergovernmental Affairs, through the Minister of Trade, is responsible for all matters relating to trade policy, interprovincial and international trade negotiations, agreements and disputes, and the development of the Province's strategic approach to international markets. Advancing this mandate requires extensive engagement across government to maximize opportunities resulting from trade agreements and to minimize risks to the province through trade agreement compliance.

Outcomes

a. Nova Scotia's interests are advanced, and the government of Nova Scotia is a constructive collaborator in the negotiation of domestic and international trade agreements;
b. Trade risks and compliance issues are anticipated and mitigated; and
c. Nova Scotia's interests are effectively managed in trade disputes.

Goals

a. Nova Scotians benefit from a competitive trading environment with goods and service providers achieving better market access abroad and risks from non-compliance minimized.

Actions

Intergovernmental Affairs will advance Nova Scotia's interests in domestic and international trade negotiations and agreements and participate in relevant government consultations. This includes: supporting the Minister responsible for Trade in advancing trade policy interests with other governments and industry; providing policy advice in preparation for Federal-Provincial-Territorial trade meetings; and, working with Nova Scotia and federal departments to negotiate domestic and international trade and investment agreements, and resolve trade policy conflicts.

In 2018-2019, Intergovernmental Affairs will:

a. Advance Nova Scotia's commercial and economic interests in negotiating and implementing internal and international trade agreements.

i. Work with the Government of Canada, provinces, territories, and Nova Scotia government departments in the renegotiation and modernization of the North American Free Trade Agreement (NAFTA);
ii. Serve as Chair of the Committee on Internal Trade (Ministers), beginning in January 2019;
iii. Advance Nova Scotia's interests in the implementation of the Canadian Free Trade Agreement (CFTA) and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), through participation in various related committee structures;
iv. Work with the Government of Canada in the ratification process for the Comprehensive Progressive Trans Pacific Partnership (CPTPP);
v. Continue to advocate for a continued exclusion from US duties for Nova Scotia's softwood lumber producers, through ongoing litigation and in any new managed trade arrangement with the US; and,
vi. Monitor developments and engage, as appropriate, on other potential bilateral FTAs with China, the Pacific Alliance (Chile, Colombia, Mexico and Peru), MERCOSUR (Argentina, Brazil, Paraguay and Uruguay), ASEAN (Thailand, Indonesia, Vietnam, Philippines, Malaysia, Singapore, Myanmar (Burma), Cambodia, Laos, Brunei, and India; and,

b. Engage the Government of Canada to encourage robust advocacy with other countries where existing or proposed measures impede the export of/trade of Nova Scotia goods and services with a goal to encourage fair competition; and,
c. Anticipate, prevent and manage trade disputes.

Performance Measurement

a. Percentage of clients satisfied with Trade Policy services that support Nova Scotia's private sector growth objectives.

Military Relations

The Premier, as Minister responsible for Military Relations, provides the Government of Nova Scotia with a means to communicate and work directly with the headquarters, offices, and agencies of the Department of National Defence, the Canadian Armed Forces (CAF) and the Department of Veterans Affairs in Nova Scotia. Departmental responsibility and accountability for the Province's defence, military and veterans related activities are managed by Intergovernmental Affairs.

Outcomes

a. Ensure that there is shared understanding of Nova Scotia's defence, military and veteran related priorities.
b. Nova Scotia is actively engaged with the defence, military and veteran communities in the province.

Goals

a. Enhance relationships with the most senior military leaders in Nova Scotia to identify initiatives and projects that the Province and the military can collaborate on.
b. Acknowledge and recognize that the military represents a strategic asset for Nova Scotia and is an important part of the Province's economic and social fabric.

Actions

Ensure that policies continue to have a positive impact in Nova Scotia with respect to employment, international relations, public safety and security, trade, research and development, and opportunities for business development, attraction and retention.

In 2018-2019 Intergovernmental Affairs, will:

a. Continue to ensure a shared understanding of military priorities that would be mutually beneficial to Canada and to Nova Scotia, and regularly advocate on behalf of the Province's veterans;
b. Advance the creation of a Veterans' Advocacy Office to work with government partners to better support our veterans' post-service working careers and unique healthcare needs;
c. Commemorate significant military and veteran-related milestones and announcements; and,
d. Support the work of organizations and groups who are committed to paying tribute to the brave Nova Scotians who have served Canada.

Performance Measurement

a. Success of advocacy on behalf of the Province's veterans;
b. The number of significant military and veteran-related milestones and announcements commemorated; and,

c. The number of organizations and groups committed to paying tribute to the brave Nova Scotians who have served Canada.

The Protocol Office

The Protocol Office coordinates official ceremonies, events and visits of foreign dignitaries through consultations with ministers, departmental stakeholders and the Government of Canada. It also provides protocol-related advice to departments, non-governmental organizations and the general public, and manages / administers the Province's public recognition programs - the Order of Nova Scotia and the Premier's Congratulatory Message Service.

Outcomes

a. Nova Scotia's interests and priorities are communicated to other foreign governments.
b. Nova Scotia has a positive national and international profile.

Goals

a. To promote the interests of the Province to foreign governments.
b. To increase the profile of the Province and its people.

Actions

Coordinate official ceremonies, events and visits of foreign dignitaries. Also, provide protocol-related advice to departments, non-governmental organizations and the public, and manage the Province's public recognition programs.

In 2018-2019, the Protocol Office will:

a. Manage the anticipated full schedule of official visits for the upcoming year in a way that maximizes alignment with Intergovernmental Affairs goals.
b. Continue to facilitate the MOU between the Province's Consular Corps and Intergovernmental Affairs.
c. Update and improve the administration of the Gift Bank to achieve maximum benefit.
d. Administer the Order of Nova Scotia and help celebrate leading Nova Scotia citizens.

Performance Measurement

a. Official visits are coordinated with key departmental stakeholders to ensure the interests of the Province are identified, profiled and advanced;
b. Number of opportunities identified and acted upon;
c. The positive public profile generated from the Order of Nova Scotia, Premier's Congratulatory Certificate Service and artisans showcased through sales at the Artisan Gift Bank; and
d. Official events are organized on time, within budget, and with positive reception (ie, number of events organized and feedback provided).

Government House

The Office of the Lieutenant Governor / Government House will continue in its mission to serve, support and maintain with excellence the Lieutenant Governor of Nova Scotia and Government House. The Office of the Lieutenant Governor will ensure that its mandate – to support the constitutional and symbolic role of the Lieutenant Governor as The Queen of England's representative in Nova Scotia – is fully met.

Outcome

a. The constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia is fulfilled.

Goals

a. To fulfill the constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia; and,
b. To support communities and the people in Nova Scotia by celebrating their accomplishments, people and history.

Actions

The Lieutenant Governor will be supported in the delivery of the legal function of the position within the legislature and in events at Government House. His Honour will also be supported in the organization and hosting of public recognition events and outreach to the diplomatic community and general public. The historic Government House facility will be managed effectively.

In 2018-2019, Government House will:

a. Oversee the continuing mandate of His Honour the Honourable Arthur J. LeBlanc, including events with various citizens, stakeholder groups and communities;
b. Participate in enhancing Nova Scotia's diplomatic presence through events involving visiting foreign representatives and military forces, including courtesy calls and visits to foreign warships;
c. Continue to promote the foundational Crown-Indigenous Relationship through holding and attending various events involving the Mi'kmaq;
d. Execute the programs associated with the Lieutenant Governor's role to celebrate and recognize deserving Nova Scotians;
e. Execute the Lieutenant Governor's program in relation to the Lieutenant Governor's eight awards and 85 patron organizations;
f. Assist the Lieutenant Governor in establishing at least two new awards over the course of his mandate;
g. Execute the programs associated with the Lieutenant Governor's role to promote excellence in Nova Scotia including the arts, products, and other areas that benefit from the Patronage of the Lieutenant Governor;
h. Execute commemorative programs for key anniversaries including the end of the First World War and women attaining the right to vote in Nova Scotia;
i. Execute programs for key celebrations and commemorations, including African Heritage Month, Canada Day, Treaty Day, National Acadian Day, Remembrance Day;
j. Carry out a comprehensive program including regional visits throughout the Province; and,
k. Promote Government House as the "Ceremonial Home of All Nova Scotians" by conducting 150 to 200 events annually that will permit attendance by the public of approximately 14,000 per year.

Performance Measurement

a. Government House meets its federal and provincial obligations and operates within its mandate and funding allocation; and,
b. Number of relevant community activities/events and functions supported.

The Office of the Lieutenant Governor will ensure that its operations are executed in compliance with the policies regarding finances, safety, security, and human resources as promulgated by Government of Nova Scotia.

Financial Summary ($ thousands)

Programs and Services	2017-2018 Estimate	2017-2018 Forecast	2018-2019 Estimate
Administration	2,510	2,590	2,674
Government House	872	872	886
Protocol	503	423	500
Total - Departmental Expenses	**3,885**	**3,885**	**4,060**
Ordinary Recoveries	30	37	30
Funded Staff (# of FTEs)			
Department Funded Staff	34.0	29.8	35.0